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PAPERWORK CONTROL

In a recent address before the Washington (D. C.) Chapter of the Society for the Advancement of Management, Mr. Emmett J. Leahy, President of Leahy and Company, stated that "Paperwork is big business today, with American office workers turning out 175 billion pieces of paper a year, at a cost of thirty-five billion dollars." In a subsequent interview he pointed out that for every person employed in the Navy there are 34,000 separate pieces of paper. He went on to say that although "tucking useless papers neatly away" is an American phenomenon, private business is a bigger wastepaper saver than the government.

As most management people are aware, the solution to the mounting cost of paperwork is reached in four phases:

- (1) Reduction in the creation of records through "birth control";
- (2) Employment of efficient systems for the operating use of records;
- (3) Scheduling of records for disposal;
- (4) Storage of noncurrent records in low-cost records centers.

Enclosures (1a), (1b), (1c), and (1d) show Navy's experience in phase (4)—storing and servicing records in low-cost records centers. These statistical charts illustrate the functions and accomplishments of the Naval Records Management Centers in terms of cubic feet of records received, scrapped and in custody, and the number of reference requests answered. The actual accomplishments revealed by these charts become more meaningful to the aver-

age person when expressed in everyday terms. For example, the receipt by the Center of approximately 122,000 cubic feet of records during the past year represents the receiving and handling of approximately 4,500 fully loaded 2½-ton trucks. To purchase enough four-drawer file cabinets to stow the approximately 1,200,000 cubic feet of records in custody would cost about \$9,500,000, whereas the Naval Records Management Centers purchase steel shelving units and standard records cartons to house the same quantity of record material for approximately \$950,000, a reduction in cost of \$8,550,000.

A brochure illustrating the methods of operation and services available to the Naval Establishment from the Naval Records Management Centers may be obtained from the District Records Management Officers, the Naval Records Management Centers, or the Administrative Office, Navy Department.

Enclosure (1e), "We're File Crazy," by Fred Othman, appeared in a September 1953 issue of the Washington (D. C.) DAILY NEWS. Mr. Leahy is quoted as saying that unless businesses improve their paper-hoarding practices, America will eventually become a nation of file clerks, so busy shuffling papers that they will have no time for anything else.

That the reduction of paperwork and record accumulations is a matter of general concern and universal interest is illustrated by Enclosures (2), (3), and (4). Enclosure (2) is a copy of a cartoon which appeared in a recent issue of THE YARDARM, a biweekly publication of the U. S. Naval Advanced Base Depot, Davisville, Rhode Island. Responsibility for the records-management program of the Depot is assigned to the Administrative Management

Division, U. S. Naval Construction Battalion Center, at Davisville. **THE YARDARM** has proved to be a very effective medium for keeping all personnel aware of the need for reducing extra copies, reports, and records, and of other objectives of the records-management program. Enclosure (3), "On Files-manship," is a copy of a humorous and arresting memorandum by Nick Samstag, Promotion Director, circulated in the offices of **TIME, INC.**, last March. Enclosure (4), "Who Wants To Be a Squirrel," is a **READER'S DIGEST** condensation of an article by Don Herold, originally published in **ADVERTISING AGENCY**.

THE CHECKLIST FOR RECORDS MANAGEMENT PROGRAMS

A "Checklist for the Navy Records Management Program Under Public Law 754, 81st Congress," was distributed as an enclosure to the **REVIEW**, Vol. II, Nos. 7-8, July-August 1952. Experience and new developments in the several phases of the program have provided a basis for the revision and improvement of the document. Enclosure (5) is a copy of the revised Checklist. Many Naval activities found the 1952 Checklist helpful in evaluating their paperwork operations and their records-management programs. It is believed the revised Checklist will be of further assistance in evaluating and improving office methods and procedures and will contribute to efforts to operate with maximum efficiency and economy.

MICROFILM NEWS NOTES

Survey of Government Microfilming Operations

General Services Administration Circular No. 68, dated 9 July 1953, to heads of Federal agencies, announced a survey of government microfilming operations. **AONOTICES** 5219, of 11 September and 8 October 1953, established coordination for the survey in Navy, and initiated action to comply with survey requirements. General Services Administration has negotiated a contract with **Records Engineering, Incorporated**, a Washington (D. C.) consulting firm, to accomplish the survey.

Objectives of the survey are: (a) government-wide standardized procedures, (b) more effective use of equipment and improved space utilization, and (c) reduced costs for microfilm operations. The survey will review such matters as: (a) types of records

being microfilmed, (b) validity of determinations to microfilm specific types of records, (c) efficiency and cost of specific projects, and (d) current microfilming standards and need for their modification.

FORMS AND REPORTS MANAGEMENT

The Bureau of Ships

The Bureau of Ships, during the last quarter of fiscal year 1953, saved a total of \$300,974 by revision of forms and related procedures required by the Bureau:

▲ Savings of \$240,000 resulted from the preparation of the Bureau Responsibility Material Data (Form **NAVSHIPS** 3855) on the electromatic type-writing machine (Flexowriter). Repetitive information can now be included on the pre-punched Flexowriter tape; only items which change will have to be typed anew when the new report is made up. The form shows the material to be supplied, the delivery date, the source of the material, and the dollar value of materials used in construction and conversion of Naval vessels. The form is distributed to shore activities concerned with construction and conversion. It is estimated that 50 to 75 percent of the time previously expended in preparing the forms can now be saved, and the Bureau's Type Desks will be able to materially reduce the previous overtime and the extensive use of telephone and teletype to circulate the needed information.

▲ Additional savings of an estimated \$42,000 resulted from the development of a specialty form which will be used by the Bureau's Fiscal Division to advise technical divisions of the status of funds, to prevent overcommitment and/or overobligation. The form (**NAVSHIPS** 4466, Obligations and Commitments) is used in conjunction with forms **NAVEXOS** 3439-2, Project Ledger, and **NAVEXOS** 3439A, Journal of Posting. Adoption of the specialty form eliminates the need for certain accounting records now being maintained by the Project Accountant and greatly reduces the need for those now being maintained by the Project Manager. It is estimated that the elimination of these records will permit approximately 400 man-hours each week to be diverted to other areas in which there is a critical need for additional manpower.

▲ Another project was the development of a form (**NAVSHIPS** 4478 (4-53), Electronics Equipment Report), for the submission to the building

activity (e. g., the Naval Shipbuilding Scheduling Activity and the Electronics Supply Office) and other interested activities of concise, accurate, and ready-reference data on electronics equipment to be installed on small craft. The information was formerly transmitted by letter for each small craft.

The form furnishes a consolidated list of all ships under one contractor, resulting in a savings in man-hours (preparing correspondence, typing, filing, and mailing) amounting to about \$5,000 annually.

▲ The adoption of one form for all types of travel requests, instead of three separate ones for "temporary duty," "repeated," and "regular" travel, resulted in savings of about \$7,500 annually.

One Form Developed to Serve Several Purposes

The Public Works Center, Norfolk, designed one form, on public quarters furnishings, to serve as an inventory and receipt form, inspection form, and agreement concerning payment for damages, thus eliminating the need for four separate forms. The form includes (1) an inventory section; (2) a statement of the tenant's responsibility for care of quarters and furnishings, with a space for the signature of the occupant, to indicate that he had read the statement; (3) space for the inspector to make his report when the quarters are vacated; and (4) a section with an agreement for the occupant to sign, stating that he will or will not make voluntary payment for damages. The same form is also used for removals from or additions to inventory.

The Public Works Center also consolidated into one form, which previously showed only night-shift assignments for payroll purposes, all additional pay assignments. Previously, separate letters had to be written to assign employees to, or transfer them from, additional pay duty. Consolidation eliminated not only the printing and stocking of the former separate forms and letterheads but also the time required to handle them for original preparation, processing, filing, or other operations.

Reports of Accomplishments—Forms Management Programs

• The Naval Air Station, Cecil Field, Jacksonville, Florida.

Enclosure (6) is a copy of a portion of the Report of Accomplishments—Forms Management Program (Report EXOS 5213-1) from the Naval Air Station, Cecil Field, Jacksonville. The report reveals accomplishments effecting savings and improved methods in a variety of areas, and includes surveys of organi-

zational units, which resulted in a "complete package" of recommendations on various phases of the paperwork problem.

One project was the design of a form for the use of the Education Office in obtaining information on educational credits for servicemen. This form has enabled the Office to send out as many as eighteen or twenty requests a day with no more time and effort than it had taken for the two or three individual typewritten letters previously prepared.

In another instance, form letters were designed to be used both for the inquiry and the reply in following up on materials not received, and for transmitting bills of lading. As the return address is preprinted on the form, the respondent has only to furnish the required information and return it in the window envelope. The letter was designed also to be mailed by the activity in a window envelope, eliminating the need for retyping the address on a regular envelope, and helping to avoid error in delivery.

As a result of the survey referred to in item 2C of the Report (enclosure (6)), there were recommendations on many phases of paperwork, such as a revised filing method to make one record serve several purposes, elimination of unnecessary logs, elimination of certain reports, disposal of some records, release of filing equipment, and similar actions.

In another case, an organizational change was recommended and adopted which resulted in the transfer of certain housing functions from the Military Personnel Office to the Housing Office, Public Works Department. This eliminated the necessity for the exchange of information between the two elements and enabled an applicant to make all arrangements for housing in one office.

The recommendations made on personnel forms and records under Item 3 of the Report include a number of records management techniques effecting savings in man-hours, improving methods, and helping to speed up certain operations, such as the entrance on duty of employees and the clearance of availability registers.

• The Naval Air Station, Moffett Field, California

Enclosure (7) is a copy of part of the Moffett Field Naval Air Station's Report of Accomplishments—Forms Management Program. The enclosure describes twenty-five projects completed by the Station during the last quarter of fiscal year 1953. They cover a wide variety of methods applied in particular situations to simplify and improve forms and related procedures. Included are such features as: the design of certain types of forms

for use in window envelopes, to save man-hours in typing addresses already on the forms; a procedural change to eliminate the preparation of a rough-draft of an order form, with subsequent transcription to a smooth chit—only the smooth order is now prepared; and reduction in the size of forms. Also illustrated are four cases: the elimination of separate forms by substituting the use of already existing forms; the posting of data to an existing record instead of establishing a new set of records; stamping with a rubber stamp to indicate action taken instead of filling out a separate form; and providing a copy of an already completed form from one division to another to avoid the preparation of the same data in the second division. Five cases cited in the enclosure illustrate the advantages of consolidating proposed or existing forms.

New Reports Management Installations

Reports management installations have been established at the U. S. Marine Corps Forwarding Depot, Portsmouth, Virginia; at the Advanced Base Depot, Davisville, Rhode Island; and at the Naval Stations at Newport, Rhode Island; Green Cove Springs, Florida; Long Beach, California; San Juan, Puerto Rico; Guantanamo Bay; and Adak, Alaska.

THE GUIDE ON MAIL HANDLING OPERATIONS

Another in the series of guides in the several phases of records management has just been issued—NAVEXOS P-1209, "A Guide to Simplified Mail Operations", to which reference was made in the article "Paperwork Operations—There Must Be a Better Way" in the October 1953 issue of the REVIEW.

One of the recognized principles of management is that efficient mail-handling expedites the work of an entire activity—that delay, misrouting, and other mishandling of mail decreases its effectiveness. It is therefore vitally important that mail be processed by methods which insure quick and accurate handling, with adequate, low-cost controls over important mail, to minimize the possibility of error.

A major problem exists, however, in mail operations which either control too much mail, or use too complicated a control system. Excessive mail control slows delivery and increases cost. If mail is overcontrolled, the decrease in efficiency caused by delayed delivery and greater costs will outweigh any

gain in reliability of handling achieved by such controls.

The Guide presents in detail a simple mail system designed to furnish all necessary controls without unduly increasing delay or cost of operation. Its use will provide mail service which is both efficient and economical.

The pamphlet is being distributed by the bureaus and offices, Navy Department, and Headquarters, U. S. Marine Corps, direct to the activities under their management control. Additional copies are available, in limited quantities, to the Navy Department, in the Administrative Office, Navy Department, and to field activities, in the District Publications and Printing Offices. For the general public, copies of the Guide may be obtained from the Superintendent of Documents, Washington 25, D. C., at 25¢ per copy.

ENCLOSURES

Enclosures accompany copies of the REVIEW on the basis of need for the material and their availability in quantity sufficient for distribution. An activity interested in an enclosure which it has not received may borrow a copy from the cognizant District Records Management Officer. Bureaus and offices, Navy Department, and Headquarters, U. S. Marine Corps, may contact Office Methods Division, Administrative Office, Navy Department.

Number	Subject
1a	Naval Records Management Centers: Records Received.
1b	Records Scrapped.
1c	Records in Custody.
1d	Requests for Reference Service from Records.
1e	"We're File Crazy," by Fred Othman, Washington (D. C.) DAILY NEWS.
2	"Do You Need a Private Eye," cartoon from the Davisville YARDARM.
3	"On Filesmanship," by Nick Samstag, TIME, Inc.
4	"Who Wants to be a Squirrel," by Don Herold, from ADVERTISING AGENCY.
5	CHECKLIST for Records Management Programs.
6	Cecil Field Naval Air Station—Report of Accomplishments—Forms Management.
7	Moffett Field Naval Air Station—Report of Accomplishments—Forms Management.

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